

GUIDELINES
for
PROJECT

ADVISORY

COMMITTEE
OPERATIONS



INSTITUTE OF PAPER SCIENCE AND TECHNOLOGY

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FOREWORD

Explained herein are the guidelines for the operations of the Project Advisory Committees (PAC) of the Research Advisory Committee (RAC) of the Institute of Paper Science and Technology (IPST). These guidelines are intended to provide committee members with an introduction to the operations of the PACs, and to establish the framework for routine operations of the PACs.

The focus of IPST's Academic, Information, Research, and Technology Transfer missions is pulp and paper science and technology. These areas of science and technology are experiencing dynamic changes. To ensure relevance, excellence, and timeliness in the research arena, IPST depends heavily on the critical advice offered by the representatives of its Member Companies who serve on the PACs.

Revised September 1997

1.0 INTRODUCTION

1.1 Purpose

The PACs are established by the Research Advisory Committee (RAC) of IPST to provide technical consultation to research project leaders by knowledgeable representatives of Member Companies, to promote development of new project proposals, to assist in the commercialization of technology and communication of research results to Member Companies, and to participate with the RAC in the review of research programs.

Research targeted to pulp and paper industry needs has been one of the central missions of IPST since its inception in 1929. Scholarly research in paper science and technology is the largest budgeted activity of IPST, and it is supported in a variety of ways. An important source of research support is the research allocation made by the Board of Trustees each year from Member Company dues to fund the Dues-Funded Research Consortium (DFRC). The primary focus of the PACs is on projects under the DFRC, but, as a group of knowledgeable experts, committee members may be asked for advice on other research projects at IPST.

1.2 Scope of Responsibilities

The responsibilities of the PACs include the following:

1. Consult with and advise the IPST project leader on:
 - a. All scientific and technical aspects of specific research projects.
 - b. Priorities within the scope of a given project.
 - c. Development of new project proposals.
 - d. Obtaining access to mill sites and other locations for the practical implementation or testing of research projects.
2. Review and advise IPST program directors on priorities among projects under the purview of the PACs.
3. Promote the communication of research results and technology transfer to Member Companies.
4. Promote the transfer of industry knowledge to IPST investigators.
5. Report to the RAC on:
 - a. Progress toward project objectives.
 - b. Significant findings and achievements, including spin-offs.
 - c. Opportunities for related new research.
 - d. Recommendations for improvements in the conduct of current or future projects.

2.0 COMMITTEE APPOINTMENTS

2.1 Expectations for PAC Members

Qualifications and expectations for PAC members are:

1. Specific technical expertise relevant to the purview of the PAC.
2. Experience and familiarity with the needs of the paper industry.
3. Endorsement of the goals of the PAC as described in Section 1.1 and active participation as project collaborators.
4. Representing the broad constituency of all supporting organizations.
5. Providing an appropriate representation of organizations supporting IPST as Member Companies.
6. Endorsement of their organizations for the travel expenses and time commitment required of committee members.

2.2 Member Selection Process

Qualified individuals are invited to serve on the PACs by the Research Advisory Committee. IPST's Vice President for Research and Academic Affairs (VP-RAA) serves on the RAC and handles the invitations for the RAC. The number of committee members on a PAC is neither fixed nor uniform among PACs. However, the approximate target for membership on each committee is eight to 15 individuals to ensure a manageable size, adequate breadth of opinion and experience, and appropriate Member Company representation.

Vacancies on committees are identified when a committee member resigns or completes a term of appointment, or when the need for additional members becomes apparent to IPST administration or the committee. Appointments are usually made at or near the start of IPST fiscal year (July 1), but appointments may be made at any time of the year, as deemed appropriate.

By the end of May each year, the VP-RAA solicits the names of candidates for PAC committee assignments. The primary contact within each Member Company is invited to nominate individuals to fill identified vacancies on the various PACs.

Nominations from the faculty and administration of IPST, RAC members, and from other Member Company contacts may be sought at that time. Based on these recommendations, and with attention paid to appropriate representation of Member Companies, the VP-RAA then develops a list of recommended candidates and alternates to fill any vacancies. On behalf of the RAC, the VP-RAA will formally invite candidates to serve on the PACs. These invitations will be made in a timely fashion to ensure that the roster of Member Company representatives on the PACs is finalized by September 1 each year.

A PAC member may choose to appoint an alternate who will represent him or her as a voting member of the PAC in his or her absence. Alternates should be familiar with the technical area under the purview of the PAC and should be identified to the IPST PAC Liaison (See Section 2.6) by the committee member via letter. Alternates should meet the expectations listed in Section 2.1. If neither the member nor alternate can attend a meeting, then he or she may send a nonvoting representative to the meeting.

In addition to representatives of Member Companies, other individuals with particular expertise, or a representative of an organization that has made a valuable commitment to the research program, may be invited to participate in PAC meetings.

In order to protect the confidentiality of DFRC research, any person present other than a Member Company representative must sign a Confidential Disclosure Agreement.

2.3 Terms of Appointment

PAC members are normally appointed to three-year terms, with acceptance of a second consecutive term encouraged. Appointments will be staggered. One-third of the appointments will expire each year to ensure the continuity of operations.

Committee members who resign from service on a PAC may be replaced. This new appointee shall serve the remainder of the term of the departing committee member.

2.4 Officers

The RAC will name one committee member to serve as Chairman of the PAC and another committee member to serve as Vice Chairman with the understanding that the Vice Chairman will normally be appointed Chairman following retirement or resignation of the Chairman, or completion of his/her term. This appointment process is usually administered by the VP-RAA. The Chairman and Vice Chairman will be drawn from the ranks of Member Company employees. Terms of the Chairman and Vice Chairman normally extend for two years.

A Committee Vice Chairman who resigns from service on a PAC will be replaced. The new appointee shall serve the remainder of the term of the departing committee Vice Chairman.

The Vice Chairman will perform the duties of the Chairman if the Chairman is unable to do so.

2.5 Orientation

Each September the VP-RAA will provide orientation for new PAC members to brief them on their responsibilities and familiarize them with PAC operations.

New PAC members will be given background information on the activities of the PAC by the IPST PAC Liaison. These briefing materials will include, at a minimum, the PAC Guidelines, a listing of current project goals and budgets, and status reports provided to the PAC in the previous year. These briefing materials will be provided to incoming PAC members no later than the end of September of each year.

2.6 IPST PAC Liaison

A senior member of the IPST staff will be appointed by IPST to serve as the PAC Liaison on each PAC. Each PAC Liaison will be responsible for IPST staff support of his or her PAC, including day-to-day coordination, communication, and arrangements. The appropriate IPST Division Director is responsible for the efficient operations of IPST in its interactions with the PACs, with ultimate responsibility vested in the VP-RAA.

3.0 COMMITTEE OPERATIONS

3.1 Meetings

Scheduling and Notification. Each PAC is expected to meet at least once every six months to review progress of the DFRC and discuss research plans. The PAC will review the results of government-sponsored research as appropriate. One of these meetings will be scheduled to coincide with the Annual IPST Program Review, typically held in March or April. A second meeting will be scheduled in the fall of each year, with the exact meeting location and time selected by the PAC. The VP-RAA must approve the scheduling and location of all official PAC meetings.

The Chairman of the PAC, in consultation with the PAC Liaison, may request that IPST schedule an official PAC meeting according to the established policies for such meetings. Such a request would normally be made to the appropriate Division Director through the PAC Liaison several months in advance of the meeting date. In turn, the Division Director will request approval from the VP-RAA. Once a meeting is approved and scheduled, the PAC Liaison will notify the PAC members, the RAC members, the IPST administration, and the Member Company representatives; make the necessary physical arrangements for the meeting; arrange for presentations and reports as required by the PAC; publicize the meeting as appropriate; and serve as the IPST discussion leader for the meeting.

Additional (i.e., more than two) meetings per year may be scheduled if the activity of the committee dictates; however, meeting frequency should be limited to prevent excessive commitment of both staff and committee members' time. The VP-RAA may defer scheduling a PAC meeting for as much as six months if, in his judgment, the frequency of PAC meetings is excessive.

Because all PAC meetings are open to representatives of Member Companies, PAC meetings should be scheduled well in advance to allow adequate notification to the membership of a planned meeting. Notification of the membership should precede any PAC meeting by at least six weeks, unless otherwise authorized by the VP-RAA.

From time to time, urgency may require the PAC to conduct business via teleconference. To the extent practicable, the PAC Chair should schedule and conduct such teleconferences under the procedures for regular meetings.

3.2 Meeting Location

Holding PAC meetings in Atlanta is desirable for two interrelated reasons: the travel expense for IPST is reduced and more IPST staff are able to participate. However, there may be compelling reasons to hold some of the PAC meetings in other locations if, for example, many IPST staff and PAC members will be attending an event such as a conference. PAC meetings may be held in locations other than Atlanta to accommodate these special situations.

Other meetings may be held in other locations as described above with the agreement of IPST. Efforts should be made in such situations to minimize the overall travel costs for IPST and for other participants. The location of a meeting must be specified when the PAC Liaison requests approval for a PAC meeting. Arrangements for such meetings outside Atlanta may be handled by the PAC Chair or another host in cooperation with IPST.

3.3 Meeting Format

Each PAC has considerable latitude in establishing the format of its meetings. In the past, PAC meetings have involved formal slide presentations by IPST staff, followed in turn by public discussion and private committee deliberations. However, an objective of the PAC restructuring is to reduce the formality of such presentations, and PACs are encouraged to cooperate in this goal. The PACs may request that IPST, through the PAC Liaison, present its research results in the format that seems most appropriate for the committee and the topic. This may range from continuation of formal reports to very informal discussions of recent data around a conference table. The PACs are encouraged to experiment to find the most effective vehicle for information dissemination and committee discussion.

Generally speaking, PAC meetings are informal and no procedural rules are necessary. The PAC Chairman will facilitate discussion among all the members to encourage collaborative input. All members are expected to participate in a professional, constructive manner. The Chairman may invoke Robert's Rules of Order and require that the meeting be held in accordance with those rules.

The length of the PAC meeting is subject to the needs of the committee and its actions, without any formal requirement. In the past, with formal presentations scheduled and extensive background information presented in IPST seminars, the meetings lasted 1½ days. With the trend toward limited external participation by nonexperts, except for the Annual Program Review, meetings may be abbreviated somewhat and might be completed in one working day. The guiding principle should be minimal length consistent with the advisory role of the committee.

3.4 IPST Reporting

The PAC has some latitude in the level of reporting detail requested of IPST staff, but the goal should be to minimize both the formality and extent of such reporting, consistent with effective communication of research results.

For PAC meetings other than the Spring meeting, IPST will initially provide a brief written summary of recent progress in each project and a handout of copies of all A/V materials used in IPST presentations. More elaborate reporting requirements must be justified by an unusual circumstance within the committee.

3.5 Meeting Arrangements

IPST will be responsible for the physical arrangements associated with each PAC meeting. This responsibility includes: 1) approval requests, 2) publicity and notification of Member Companies, 3) meeting room arrangements, 4) refreshments and/or group luncheons, if any, 5) audiovisual equipment, 6) production of written reports and slides or overhead transparencies, 7) typing and distribution of minutes, 8) consulting fees and travel costs of invited external advisors, if any, and 9) IPST payment of charges associated with any of the above.

Individual PAC members are responsible for: 1) personal travel expenses, including air fare, meals, and lodging, and 2) other miscellaneous expenses. IPST will make arrangements for group rates where possible and will assist the committee members in making travel arrangements as appropriate. For meetings held in locations other than Atlanta, the PAC Chair will make appropriate physical arrangements.

3.6 Accessibility to Others

Every PAC meeting is open to representatives of all Member Companies because each Member Company must have the opportunity to review and comment on the DFRC projects. Only PAC members, or approved alternates, may vote. Member Companies will be encouraged to participate in the Annual Program Review and its associated PAC meeting to effect such input. Planning for all PAC meetings must be done sufficiently in advance of such meetings to allow notification of the membership.

Although PAC meetings may be attended by Member Company representatives who are not committee members, only the Annual Program Review will incorporate background presentations directed toward nonexperts in the topic area. Other PAC meetings will be conducted with the supposition that all participants are experts in the topics discussed at the meetings.

Generally speaking, PAC meetings may be attended only by representatives of Member Companies, any invited external advisors, and IPST staff. On occasion, and with the approval of the VP-RAA, others may be invited to attend and participate in PAC meetings to further some purpose of the PAC. Whenever DFRC research is discussed, any person present, other than a Member Company representative, must sign a confidential disclosure agreement.

3.7 Meeting Agenda

The IPST Antitrust Statement requires that each PAC meeting be conducted according to an agenda that has been prepared in advance by the Chair and approved by the legal counsel of IPST prior to the meeting. Thereafter, the meeting will be conducted in accordance with the agenda and without substantial deviations from the topics presented therein.

A copy of the IPST Antitrust Statement (Appendix I) and the PAC confidentiality policy (Section 9.0) must be included at the beginning of every agenda.

3.8 Minutes & Committee Reports

Consistent with the IPST Antitrust Statement and good business practice, minutes will be prepared that summarize each PAC meeting. These minutes will be prepared by the PAC Chairman with the assistance of the PAC Liaison immediately following each PAC meeting. They will be reviewed and approved by IPST administration and legal counsel and the PAC committee membership (at its next regular meeting). The minutes of these meetings are available to representatives of IPST Member Companies.

3.9 Quorum

A quorum for any PAC meeting requires the presence of a PAC committee officer and at least 51% of the voting members of the PAC. Any meeting failing to reach a quorum is not an official meeting of the PAC.

3.10 Subcommittees

The PAC may organize its operations as it deems appropriate, including the appointment of subcommittees to further the purposes of the PAC. Best practices of PACs have shown that subcommittees promote member involvement and collaboration. The Chairman should appoint such subcommittees as appropriate. Meetings of subcommittees must be conducted with the same attention to agenda, minutes, confidentiality, and antitrust awareness as regular PAC meetings.

4.0 ANNUAL PROGRAM REVIEW

IPST will schedule a comprehensive overview of its research activities each year to acquaint representatives of its Member Companies with the activities of IPST. This review will consist of a series of detailed presentations in which the DFRC, academic research, and externally sponsored research (as available) will be presented. The format will be chosen to provide background information to assist in comprehension by those who may not be experts in the technical topics under discussion. These meetings will be scheduled in an appropriate facility in the Atlanta area. This will be presented as an annual opportunity to learn about IPST and its research agenda.

The PAC meetings will be scheduled to coincide with the Annual Program Review and will include presentations by IPST staff serving to make PAC members and other attendees aware of recent accomplishments. The presentations will be scheduled back-to-back to constitute an attractive agenda for those who wish a research overview.

5.0 INTERACTIONS WITH THE RESEARCH ADVISORY COMMITTEE

The activities of the RAC and the PACs are complementary in that the RAC has responsibility for long-range planning and research strategy, while the PACs assist in advising the execution of the actual research. However, communication between these advisory committees is essential for both to function effectively. The PACs must be aware of the long-range planning of the RAC in order to provide insight to IPST on project execution. Similarly, the RAC must appreciate the accomplishments and capabilities of IPST as viewed by the PACs in order to plan effectively and to assist IPST in setting the long-range agenda. To facilitate these objectives, the RAC shall appoint one or more of its members as RAC-to-PAC Liaison for each PAC.

To further facilitate this exchange, Chairmen of the PACs will be invited to meet with the RAC on a regular basis to share their respective insights on IPST research activity. In addition, the reports of the PACs will be shared with the RAC members as they become available. Likewise, RAC meeting reports will be shared with the PAC committee officers.

From time to time, the RAC may facilitate meetings among the officers of the PACs to discuss administrative, technical, or organizational matters, or other topics as necessary.

6.0 PROJECT RECOMMENDATIONS & COLLABORATION

The PAC's role starts with a thorough review and discussion of the research lines which form the umbrella for projects that will meet industry needs. Then, its role is to establish, implement, and continually improve a collaborative process among IPST investigators and industry collaborators that leads to excellence in project selection. The IPST investigator and the PAC must accomplish the following:

1. Assess basic science and technology developments needed to deliver results required by the appropriate research lines.
2. Develop/brainstorm ideas for projects to provide cogent, effective results pursuant to the research lines.
3. Collaborate with investigators on current projects with emphasis on participation rather than critique.
4. Review current projects and recommend to RAC the need for significant changes in scope, funding, or schedule.
5. Annually prioritize ideas and recommend DFRC project proposals to RAC. RAC expects the recommendation to be comprehensive covering new projects and current projects that should be continued, deleted, or changed in scope. The projects proposed may exceed the allocated funds from the previous year's budget by up to 30%. The proposal should be available in a timely manner in accordance with the schedule RAC sets for approval of the DFRC project portfolio.
6. Advise RAC on staffing needs for projects.
7. Make RAC aware of needs for cross-disciplinary activity with other PACs required either in generation of new projects or making progress in current projects.
8. Determine readiness for technology transfer based on guidelines established by RAC.

7.0 INTERACTIONS WITH IPST ADMINISTRATION

The advice and counsel of the PACs is carried to the administration of IPST through a variety of pathways: 1) regular participation of the Division Directors in PAC meetings, 2) frequent attendance of the VP-RAA at PAC meetings, 3) written communications and reports of the PACs, and 4) the advice and counsel of the RAC, which is based, in part, on the PACs' observations.

The RAC and the PACs have an important role in recommending projects and counseling IPST in the research arena, but IPST receives advice and counsel from other sources, as well. The administration of IPST has responsibility for integrating the input received from various sources in fulfilling its primary missions. Ultimately, the administration of IPST reports its activities to the Board of Trustees, which is charged with oversight responsibility for the entire IPST program.

Concerns which are not being addressed effectively through the advisory panel system should be directed to the VP-RAA or to the President of IPST.

8.0 INTELLECTUAL PROPERTY

IPST is empowered to protect and license any intellectual property that results from its DFRC. The revenues from licensing patents and other intellectual property are used to defray expenses associated with IPST operations. In fact, the revenues from patent licensing are modest at present because of a long history of publication in lieu of patenting by IPST. However, the current emphasis on patent development at IPST has increased, and the prospects for future development of intellectual property are excellent.

There is natural tension between full and immediate disclosure to advisory panels of all IPST activity and the concern over public disclosure of potential patentable material. IPST wishes to provide detailed information to the PAC, particularly exciting developments suitable for patent protection. On the other hand, it is unclear whether disclosure of patentable ideas to the PACs constitutes publication, such that: 1) patent application is required within one year to ensure protection of ideas which are divulged, or 2) patents in foreign countries are precluded by such disclosure.

In view of the uncertainty, IPST will adopt the following policy with respect to intellectual property. If a patentable idea is identified by IPST in the course of its research, the PAC and RAC will be informed of the situation, and the general nature of the invention will be revealed without compromising detail. PAC Member Companies who insist on full disclosure will be invited to sign a confidentiality agreement with IPST prior to disclosure. The application for the patent will be processed with all dispatch in the appropriate countries, and the PAC will be informed of the application and the general nature of the claims being made. Immediately upon a decision by the patent office, the details of the invention will be revealed to the PAC.

9.0 CONFIDENTIALITY

The deliberations of the PACs are confidential to the Member Companies. The PACs' Committee Members are requested to use due diligence in preserving this confidentiality. Of course, IPST seeks the widest possible audience within its Member Companies of its research results, but these results should not be revealed to Nonmember Companies or their representatives before they are published by IPST.

Of particular importance is the confidential nature of IPST's research plans, objectives, and approaches. These items constitute the "lifeblood" of innovation and creativity at IPST. The premature disclosure of research plans or objectives would be a breach of confidence and a grave disservice to the IPST research staff and Member Companies. PAC members and visitors are urged to guard the confidentiality of research strategies revealed by IPST faculty and staff.

10.0 PUBLICATIONS

IPST generates intellectual capital using DFRC funds. If the research is patentable and/or has a competitive advantage for the DFRC, then the expectation is that submittal for external publication requires a patent to issue, public disclosure of a patent application, or the elapse of two years after publication to Members. If a researcher believes he or she has developed important scientific knowledge that does not have a competitive advantage for the DFRC, the researcher may request a ruling from the appropriate PAC on early publication. The PAC by majority of members voting will decide. (The Decision Tree for Publication of DFRC Research

is shown in Appendix IV.)

11.0 ANTITRUST CONSIDERATIONS

The IPST Antitrust Statement prohibits any discussions or other actions at PAC meetings and associated events that will act, or have the effect of acting, in restraint of trade in violation of the Sherman Antitrust Act and its amendments. The policy is articulated in the IPST Antitrust Statement (attached as Appendix I) which is to be read at every PAC meeting.

The IPST policy requires the following, at a minimum:

1. Preparation of an agenda for every IPST PAC meeting.
2. Review and approval of the agenda in advance by IPST legal counsel.
3. Restriction of PAC meeting discussion to topics listed in the agenda for that meeting or added by action of the Committee.
4. Participation in any PAC meeting by an IPST senior staff member who has been trained in the conduct of meetings within the antitrust guidelines.
5. Avoidance of discussions or other actions that will violate relevant antitrust laws and regulations.
6. Preparation of draft minutes from PAC meetings, and publication of approved minutes after review by legal counsel.

Questions arising from antitrust issues are to be referred to the IPST legal counsel through the VP-RAA for resolution.

APPENDIX I

IPST ANTITRUST STATEMENT

INSTITUTE OF PAPER SCIENCE AND TECHNOLOGY

Antitrust Notice Guidelines for Meetings

Neither the Institute of Paper Science and Technology nor any committee or activity of IPST shall be used or include discussions for the purpose of bringing about or attempting to bring about any understanding or agreement, written or oral, formal or informal, expressed or implied, among competitors with regard to prices, terms or conditions of sale, distribution, volume of production, or allocation of territories, customers, or suppliers.

No IPST activity shall involve exchange or collection and dissemination among competitors of any information regarding prices, pricing methods, costs of production, sales, marketing, or distribution.

Neither IPST nor any committee thereof shall make any effort to bring about the standardization of any product for the purpose of or with the effect of preventing the manufacture or sale of any product not conforming to a specified standard.

IPST does not become involved in any product standards or endorsements. IPST policy as a tax-exempt educational institution expressly precludes the establishment of product standards or the endorsement of any product or process, and general provisions incorporated in IPST research contracts so state.

Rev. 8/93

APPENDIX II

HISTORY OF PACs AT IPST

The IPST PACs have played an essential role in the execution of research efforts at IPST since the mid-1970s. The PACs were originally established in their current format when the fundamental nature of dues allocation was changed in 1974. In that year, the Member Companies adopted a plan for cooperative research in which dues paid by supporting organizations were pooled in the operations budget, with a portion of the dues allocated to the support of research projects focused on areas of broad industry need. The RAC and the PACs were established at that time to ensure that the Dues-Funded Research Program (DFRP) benefited from the advice and counsel of thoughtful experts in the supporting industry. In the original format, five PACs were established: Engineering, Forest Genetics, Surface and Colloid Science, Pulp and Paper Processes, and Systems Analysis.

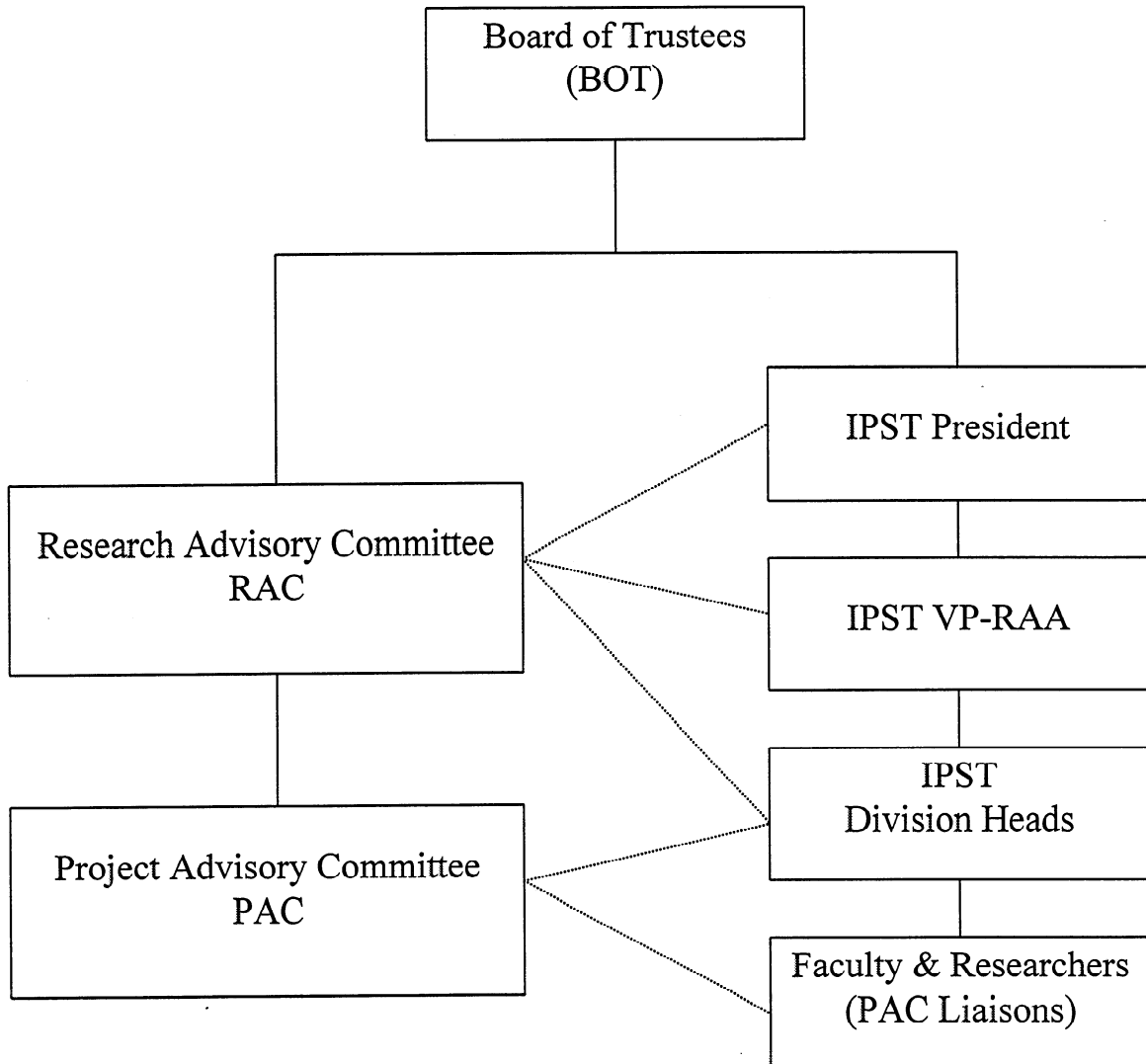
The PACs have played a pivotal role in the development of the current research agenda at IPST. The spectrum of potential research topics of interest to the industry is huge and well beyond the resources of IPST. The process of narrowing the research agenda to manageable proportions has been done with the thoughtful advice of the RAC and the PACs. In addition to helping focus the DFRP, the PACs have also strengthened the research projects selected for investigation through their continuous probing and critical commentary. Through their personal initiative, individuals serving on the PACs have furthered the progress of selected projects by providing materials, providing access to mills or other specialized facilities, advocating in the public domain, reviewing of publications, etc. In all, the record of the PACs has been one of selfless cooperation and support for IPST research programs. These research projects address a host of industry needs, ranging from capital effectiveness in manufacturing operations to environmental impact and from enhanced fiber resources to end-use performance of paper products. These projects also serve another important need by demonstrating industry support through cost sharing of projects funded by external agencies such as the U.S. Department of Energy.

In 1989, the RAC reviewed the organization and operation of the PACs and advised IPST that a modification of some of the practices of the PACs would enhance their efficiency and value. Among the recommendations accepted were: 1) to achieve an appropriate technical focus within each committee by expanding the number of committees and narrowing their scope, 2) to relax some of the historic restrictions regarding meeting arrangements, 3) to enhance familiarity with IPST research by encouraging reappointment of PAC committee members to second terms, 4) to eliminate unnecessary formality in the reporting of research results to industry advisory panels, and 5) to encourage alternative methods for reporting research results for technology transfer from IPST projects.

In 1993, 10 PACs were constituted: Forest Genetics, Chemical Pulp and Bleaching, Chemical Recovery, Mechanical Pulp, Corrosion Control, Paper Physics, Process Simulation and Control, Surface and Colloid Science, Papermaking, and Recycle.

APPENDIX III

RAC/PAC/IPST REPORTING RELATIONSHIPS



APPENDIX IV

DECISION TREE FOR PUBLICATION OF DFRC RESEARCH

